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**INFLUENCE OF CHARACTER DEVELOPMENT
AND PRINCIPLE-BASED MANAGEMENT
ON WORKER PERFORMANCE**

BY

MICHAEL A. WEAVER

**A REPORT PRESENTED TO THE GRADUATE COMMITTEE OF THE
DEPARTMENT OF CIVIL ENGINEERING IN PARTIAL FULFILLMENT OF THE
REQUIREMENTS FOR THE DEGREE OF MASTER OF ENGINEERING**

UNIVERSITY OF FLORIDA

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ABSTRACT

American businesses suffer from unclear standards of moral and ethical behavior that produce people without strong moral character. Management provides inadequate motivation, training and leadership in character development because they focus on profits and growth, but overlook underlying causes of surface problems in the workforce. Businesses build their foundations on changing market demands instead of proven, enduring principles. The predominant need is to actively develop a motivated workforce with strong moral character. People with strong character tend to work more effectively and produce higher quality products and services in a safer, quicker manner than the average American worker.

A business that embraces sound principles rooted in a clear standard of right and wrong, will be better prepared to weather the tests of time and be successful. A foundational principle that recognizes the value of each individual in the workplace lays the groundwork for other sound principles that produce strong character. Businesses can purpose to train in character and define policies to motivate and encourage employees. A properly motivated workforce is the key to eventual business success.

This paper develops the case for an emphasis on character development in the workplace. A practical training program is described that has helped other businesses overcome surface problems of absenteeism, violence, theft,

dishonesty, high turnover, and excessive workers' compensation claims by training the workforce in character development. A discussion of motivational aspects affecting the physical, emotional and mental work environment follows several success stories for the character training program. These aspects include demonstrating a profound respect for every individual, showing gratitude in the workplace and learning to effectively praise the workforce. The final section defines a management philosophy based on sound principles that produce motivated individuals of strong character, creating a successful organization. Recommendations for implementation finalize this paper.

1 PROBLEM STATEMENT

In today's corporate and military business world, there is a high-pressure emphasis on profits, growth and re-engineering/re-organization which often draws management's attention away from personnel management issues and results in a poorly motivated workforce. Additionally, the declining moral values and lack of a moral standard in the American culture is producing a workforce with low or no ethical standard of right or wrong. Managers and employees alike suffer from a deficit of strong moral character. Organizational problems such as absenteeism, high turnover rate, low morale, theft, disloyalty, lack of unity, high rate of grievances, discontented unions, harassment, low productivity, high rate of injuries, and increased overtime are symptomatic of these basic root issues in our society. When management focuses on these symptoms, the root problems remain, only to show up again in another symptom.

2 INTRODUCTION

Strong businesses depend on high quality products and services, timely delivery, and careful attention to internal and external customer service. All of these success factors require hard-working, dedicated people. When any organizational leadership possesses a very strong respect for the value of the individual, it leads to a desire and a drive to help these individuals live up to their full potential. A work environment that effectively motivates employees demonstrates this strong respect. A few of the more powerful ways to properly motivate people include focusing on employee character development, showing

gratitude, and giving sincere praise. Management that is truly focused on its people and sincerely demonstrates that concern through sound business principles, strong moral work ethic and organizational policies that support the worth of the individual, is likely to nurture a work force that trusts management and strives to make the organization prosper. When the entire “team” is dedicated and effectively motivated to obtain the same goal, one has the groundwork to be successful in any endeavor. Then the business strategies and skill of the people can be tapped to drive toward being a leader in one’s area of business. This approach to management has proven to increase productivity, profits and sales as well as decrease overhead, claims and turnover in a diverse array of business types. The Navy Public Works business, the construction industry, and the engineering design/consulting profession as a whole could benefit tremendously from a renewed focus on the workforce.

This paper develops a management philosophy that is rooted in the worth of the individual. It includes a discussion on a few aspects of providing a proper motivational climate for workers, and management, to perform to their best. An explanation of a character development program, with case studies, is also presented. In developing the management philosophy, the paper discusses a number of time-tested, proven leadership strategies paramount to creating a positive, successful work environment. Several case studies from the pages of history are presented to aid in understanding the value and dependability of

these methods. Finally, some practical examples of personnel policies that support this management philosophy are presented and discussed.

2.1 The Basic Human Needs

Dr. Neil Anderson, former engineer, then pastor and now seminary professor and counselor, has done significant research in human psychology. He holds that there are three basic needs for all human beings (Anderson, 1990, pp. 17-36). Each person has the basic need for significance, a sense of self-worth, a need to be respected. Everyone has a basic need for safety and security, to have the physical needs of life provided. And lastly, all human beings have a need for acceptance, a sense of belonging. Anderson presents this information in a spiritual context, then demonstrates the impact that these basic needs have on the physical and emotional aspects of life as a whole. Organizations must acknowledge and provide for these basic needs to solve the root problems affecting the work place today.

2.2 Value of the Individual

To address the basic needs of people in the workplace, management must place high value on the individual. It is easily understood that people with basic needs met tend to be more loyal, have lower stress, better health, are more productive, more creative and over all tend to be better employees. Better employees make better businesses. Business leaders that understand this concept work hard to foster an environment that focuses on meeting the basic needs of the individual. The following account of John Beckett's business in

Elyria, Ohio provides one potential model for those desiring to shift their management focus to solve root issues.

John D. Beckett is the president and Chief Executive Officer of R.W. Beckett Corporation in Elyria, Ohio. Beckett was working as an aerospace engineer in the early 1960's when his father asked him to join him in the family business. One year later, the elder Mr. Beckett died, leaving the business to his 26-year old son, John. Years of diligent work, taking risks during oil embargoes, having loyal business colleagues, and the grace of God, produced the present-day R.W. Beckett Corporation. The Beckett Corporation is a privately held mid-size business that holds the distinction as the world's largest producer of oil burners for residential heating. They employ over 500 people through three related businesses and generate about \$100 million in annual sales (Beckett, 1998, p. 86). John Beckett spearheaded a national effort to oppose the Equal Employment Opportunities Commission (EEOC) in 1994, after the agency had issued a set of guidelines many thought would restrict religious freedom in the workplace. He received quite a bit of negative national media interest. ABC's Peter Jennings sent a crew to film and interview Beckett's company in 1995 as a follow-up to earlier coverage.

The Beckett Corporation takes a strong stand on conducting business according to the principles outlined in the Bible. The corporation is well liked in the community and by its customers. Employees love their work. ABC wanted to

know what set them apart from other companies. Beckett writes, "I knew that what set us apart went beyond the fundamental success factors that characterize many other fine businesses - good products, high quality, careful attention to customer service. It was a different quality, one that is often missing in today's workplaces. it's.... in how we regard our people" (Beckett, 1998, p. 88). When pressed for clarity, Beckett explains,

I think the important thing is to view people the way God does. We see that view initially in Genesis, the very first book of the Bible. There, in describing creation, it says God formed men and women in his own image and likeness. That's really quite remarkable. Attributes unique to human beings - the capacity to think, reason, worship, understand joy and sorrow, use language - all spring from God's own nature. When I saw this, it really changed the way I viewed not only myself but other people. I concluded I must place a high value on each person and never look down on another, regardless of their station or situation in life. ... there's something sacred about every individual. Since God attributes unique and infinite worth to the individual, each one deserves our profound respect. (Beckett, 1998, p. 88-89)

This "profound respect for the individual" is one of the company's three "Enduring Values" which are known and embraced throughout the organization. He continues to show and explain how this truth permeates all aspects of management in their company including hiring, firing, pay and benefits, and every other personnel policy. This respect carries through to customers, families and the community at large. Other aspects of their business will be addressed in

later sections of this paper. Appendix ~~A~~ outlines The R.W. Beckett Corporate Roadmap, including their Mission, Vision, Enduring Values, Guiding Principles and Corporate Commitments.

3 CHARACTER

The word character is used in a number of different ways. This paper uses the following Webster's definitions in part. Character is "...**5** a distinctive trait, quality, or attribute; characteristic **6** essential quality; nature ... **7** the pattern of behavior or personality found in an individual or group; moral constitution **8** moral strength; self-discipline, fortitude, etc. **9** reputation" (Neufeldt, 1997). Character is the very essence of a person. It's who a person is when no one's looking. It's the moral fabric of the individual that controls the outward behavior. It can be taught, but is more easily caught. It takes a lifetime to develop, but can be destroyed in one weak moment. It is more often seen in times of turmoil than in times of ease. Though difficult to define, it is easily seen and known by all.

3.1 A Need for Character

3.1.1 Historical View

Stephen Covey, in *The Seven Habits of Highly Effective People*, notes a radical departure from our nation's historic values. He found that success literature in the first 150 years focused on "... integrity, humility, fidelity, temperance, courage, justice, patience, industry, simplicity, modesty and the Golden Rule (Covey, 1989, p. 18). He calls this the "Character Ethic". In the past 50 years, however, Covey feels that the success literature focuses largely

on "...techniques and quick fixes - with social Band-Aids and aspirin that addressed acute problems and sometimes even appeared to solve them temporarily, but left the underlying chronic problems untouched to fester and resurface time and again" (Covey, 1989, p. 18).

3.1.2 Character - A Root Problem

What appears on the surface of a problem, the symptoms, rarely indicates the actual root issue involved (Gothard, 1979, p. 4). Just as a medical doctor must evaluate a variety of physical symptoms to diagnose an ailment, a "social engineer" must evaluate a variety of societal woes to determine the root problem keeping him or her from accomplishing the task at hand. Let's look at an example. A certain university student repeatedly cheats on exams and copies assignments from other students. The surface problem is a violation of the honor code. Discipline from the honor council will only deter further violations if the fear of punishment overrides the hope of reward. Two root problems may exist in this case. One, the student lacks integrity. He lacks the character trait of truthfulness. Two, the student may lack diligence, promoting the need to use another's work to compensate for his own lack of effort. Two character traits, integrity and diligence, are absent. Adding these traits to the student's life would greatly reduce the need or desire to commit further violations. A focus on the basic needs of the student can quickly address the root problems instead of treating the symptoms. Disciplinary action may be appropriate but will not solve the real problem.

Lacking character can also lead to safety problems in the workplace.

Injuries lead to higher workers' compensation claims. A construction worker, or maintenance employee who lacks alertness, orderliness, patience, cautiousness, or thoroughness will eventually be injured or cause a fellow employee to be injured. Poor performance or low productivity may also be attributed to missing character traits in an employee's life. Employees lacking sensitivity, compassion, and discretion, tend to gossip, spread rumors, and voice opinions that are better left unsaid. An unpunctual employee will be tardy or absent, creating a burden on fellow employees. A worker deficient in resourcefulness and thriftiness will be wasteful of supplies, costing the company more in overhead or production. Finally, an employee lacking initiative, creativity, flexibility, and enthusiasm will never rise to his full potential as a worker.

It is an easy argument to show that a company with employees who possess these character qualities mentioned, among others, will inevitably have lower rates of violence, increased productivity, safer work places, and generally have a more desirable work environment and thus attract higher quality employees. The "common thread" in the problems that communities face is a lack of character in the home, school, workplace and community at large. For now this paper will focus on the impact and potential solution within the framework of a business type organization or workplace.

3.1.3 Benefits of Character Training —

A focus on character has been proven to increase profits, reduce expenses, achieve market leadership, produce a safer work environment, and to increase quality. All appear to be good business reasons to focus on character, but the emphasis tends to be on profits, methods, money, and the final product. This falls short of the Biblical model. A focus on character will be for the benefit of employees, their families and the customers if a leader has that “profound respect for the individual”. It is true that this focus on people, an organization’s greatest resource, will greatly increase the probability of success in the outward signs of prosperity for an organization. However, a higher motive of benefiting people will achieve life-long benefits in the lives of others (CTB, 1995). There is a great need to return to the Biblical view, that “Character Ethic”, that helped shape our nation. A focus on character will address those three basic needs that every individual shares.

3.1.4 Setting the Standard

To see a change in the employees, the management team must live the character that they wish to see in the workplace. It is often said that character is better “caught than taught”. This is quite true. All the teaching and training about good character is wasted if the leader doesn’t live the example. History gives us fine examples of outstanding character such as George Washington and Abraham Lincoln, but one must live out good character daily before people if the people are expected to embrace it. Abraham Lincoln expressed the value he placed on setting the example in the following quotation.

I desire so to conduct the affairs of this administration that if at the end, when I come to lay down the reins of power, I have lost every other friend on earth, I shall at least have one friend left, and that friend shall be down inside me (HIS Character, 1998).

His quote reveals the great difficulty of choosing the “higher road” by which to live. It is not always easy. Men of lesser character will fall or turn away when the conflict comes. George Washington said, “Few men have virtue to withstand the highest bidder” (HIS Character, 1998). Many will trade their integrity for the right price. In order to set the standard for others, there must be a standard.

Everyone must understand and know the standard. That is increasingly more difficult in today’s world where people in high places do not agree on a standard of character. Even more difficult is the fact that an alarming percentage of “intelligent” people today feel there is no standard; that they can do whatever is right in their own eyes. A Hebrew Proverb says, *“there is a way that seems right to a man, but in the end it leads to death”* Proverbs 14:12 (NIV, 1978).

3.1.5 Greek vs. Hebrew Models

The current philosophy of an undefined standard is not new at all. The Greek philosopher, Socrates, taught his students to create their own definitions of character qualities such as justice and truth by using human reasoning rather than accepting the standard of the Hebrew Bible. The Greek authorities were wise enough to reject this thought and condemned Socrates to death for

corrupting the minds of youth (Gothard, 1999). Unfortunately, Socrates' philosophy found its way into future philosophies, down to the present age. Current thinking is that life is full of "gray areas". The situation dictates what is right or wrong. This is very challenging when you try to establish a standard. Socrates' philosophy is diametrically opposed to the Hebrew thought where right and wrong are established on divine revelation through Biblical scriptures. Indeed, our founding fathers of America understood that to run a democracy, there must be clear standards. They chose to use the Biblical model. The writers of the constitution established a legal system based in premise on the Mosaic Law found in the Bible. Though we have departed significantly, the essence of the American legal system still finds its roots in this time-tested standard. History shows that it is impossible to run a nation apart from the standard. It is no different for a business.

Another concept rooted in Greek thought is that of dualism. Plato, among others throughout history, divided life into two general categories. Plato called them the form and matter. Others refer to them as a "higher and lower plane". More recent thinkers like to separate life into spiritual and physical. Beckett (Beckett, 1998, pp. 65-69) writes about how dualism influences the way modern men and women think about business and work in general. For centuries, this distinction lead many people working outside the "spiritual realm" of a full-time ministry vocation to view their work as a lesser calling in life. Likewise, dualism promotes pride in the hearts of those devoted to full-time ministry. A close look

at the Biblical model, however does **not** make this distinction. Instead, it views the life of man as an inseparable unit. Beckett continues to present the case to show that a life devoted to business, is just as valuable as one devoted to ministry. This “wholistic” thought opens the door to apply the principles found in the Bible to the workplace.

It is interesting to note that in America today, the Bible is not allowed in the public school classroom where minds are most impressionable, but as soon as a person enters a hospital or prison, the Bible is welcomed with open arms. In times of extreme life crisis, people of America wonder where God went. To see a high standard of moral character in the workplace, one must go back to the source. Employees function so much better when the standard is clear. Any assembly line knows there is a clear standard of acceptance. Deviation from the standard receives rejection, just as deviation from the behavior standards in a military setting brings discipline. The US military understands the declining moral standard of today and are attempting to rebuild the foundation the families and schools of America have rejected. They emphasize and train a set of “Core Values”. The U.S. Navy’s Core Values are Honor, Courage and Commitment. The United States Marine Corps added an additional week of Boot Camp to make room for core value training. Once the Bible is removed from public life, Greek thought dominates. Then, the business world reaps the consequences as bright young “Greek” thinkers enter the work force.

3.2 *Character First!™ Program* —

Leadership that sets the example is certainly the primary way to get the employees' attention. It is said of George Washington that his mere presence on the battlefield or in the camp brought hope and courage to hungry, cold, scared troops (Camp, 1977). However, a dedicated effort to teach character is also essential. A common language must be established. As people understand what various character qualities mean, they can learn ways to display those qualities. A program called *Character First!™*, designed and operated by the Character Training Institute of Oklahoma City, Oklahoma has programs for school systems and businesses that are easy to understand and enjoyable to teach. Businesses have reported amazing changes in the morale of the employees as well as increased profits, decreased workers' compensation claims and decreased attrition rates (IBLP, 1998). Each month the business or school focuses on one character quality such as "truthfulness". It is defined, explained, and demonstrated from history and in the world of nature. Managers and teachers are given additional information on how to promote and train in the character trait. One company reported that workers began returning stolen tools after focusing on truthfulness (CTB, 1995).

Character First!™ has its roots in Kimray, Incorporated, an oil and gas equipment and controls supplier for the petroleum industry based in Oklahoma City. The company leadership went through a time period of focusing heavily on the quality of their products and services. After experiencing numerous

personnel problems including drug abuse, high workers' compensation costs, high turnover rates, and absenteeism, the leadership focus shifted to personnel issues in 1992. They specifically targeted character-related issues. This new focus gave birth to what is now known as *Character First!*TM (Character First, 1998, Introduction, pp. 2-3). In general terms, the program includes restructuring the work environment to focus on personnel character issues. Hiring and firing policies are modified. Strategic plans and mission statements are adjusted and employee meetings introduce and promote forty-nine character qualities that will help individuals, families, and companies obtain success.

Once Kimray piloted the original program, Chief Executive Officer, Tom Hill, founded the Character Training Institute (CTI) in Oklahoma City. CTI now serves as a consulting and training organization to assist businesses, schools, and communities to implement the same character training program that helped Kimray overcome difficult root problems and their symptoms.

3.3 Successful Case Studies

3.3.1 Kimray, Incorporated

Kimray, Inc. was the first success story as the pilot program for *Character First!*TM. Kimray had tried "every productivity maximization tool available during the past twenty years" (Character First, 1998, Introduction, p. 2), but never got the promised results. They shifted the leadership focus to dealing with attitude problems of discontentment, disloyalty and irresponsibility. They sought ways to

make the employees successful and to make their families successful. They were surprised to see morale increase greatly, workers' compensation cost decrease by 80%, and profits increase by 25% in a depressed market. Kimray managers credit these significant changes to the corporate focus on character-related issues. They used operational definitions, historical examples, examples from nature, and word pictures to introduce forty-nine character qualities. A complete list of these qualities with operational definitions is provided as Appendix B. Since Kimray experienced such success, they wanted to share it with other organizations. Tom Hill writes,

The amazing results, along with the experience gained through implementing the character-training program, have uniquely qualified us to assist other companies in finding lasting answers to problems that exist. We are currently working with dozens of companies and business leaders who together bear the responsibility of managing more than 10,000 employees (IBLP, 1998, p. 13)

3.3.2 Hollytex

Hollytex, an Oklahoma-based carpet manufacturer is another success story. In 1993, Hollytex suffered from a low community image. Typical problems of high turnover rates, low morale and high workers' compensation costs plagued management. *Character First!*TM helped them rewrite corporate philosophy and policies focused on rewarding and promoting good character. Consultants taught them how to recognize and train for good character. They used inexpensive employee bulletins to teach character in the workplace and encouraged employees to take the same information into their homes. One of the principles

of *Character First!*[™] is that employees with strong character-based families will display stronger character traits in the workplace.

Hollytex made a tremendous recovery. Since instituting *Character First!*[™], Hollytex was awarded the local "Business of the Year" award and the "Governor's Safety Award". The most significant "reward" was a 90% reduction in workers' compensation cost. They dropped from \$486,000 in 1993 to only \$47,000 in 1995. Equally impressive is the lost work time statistics. In 1993, employees filed 40 lost-time claims and missed 410 days of work because of work-related injuries. In 1995, the same organization filed 19 claims and missed only five workdays (Workers' Compensation Report, 1996, pp. 217-218). President of Hollytex, Ron Treadgill expressed the dramatic change in the following statement. "Not only are we seeing a different look on the faces of our people, but also vendors and customers are telling us how they can feel the difference when they walk through the door" (Character First, 1998, Achievement, p. 2)

3.3.3 EDG, Incorporated

One other success, is the account of EDG, Incorporated, a professional engineering firm serving USA and foreign oil companies. They have offices based in Louisiana and Texas. Since its beginning in 1982, nearly 200 employees of EDG have designed over one billion dollars worth of projects around the world. The quick business success left some personnel problems in its wake. Employees were frustrated with management and there was little team-

like cooperation from within the organization. The year EDG leadership refocused the business around *Character First!*TM, they experienced their highest profits, greatest total revenue, and lowest personnel turnover rate. The organization underwent a complete paradigm shift. Paul Mogabgab, CEO, summarized it by saying, “the paradigm of *Character First!*TM is that the right thing to do becomes the easiest thing to do” (Character First, 1998, Involvement, p. 2)

3.3.4 Stueve Construction

One might be skeptical as to whether this program can be effective in any environment. Perhaps surly construction workers are more difficult than office engineers or manufacturing employees. Joel Jaeger, instituted *Character First!*TM in his company, Stueve Construction, of Algona, Iowa, in 1994. One of the early traits in the program was “truthfulness”. During the “truthfulness” month, his company poured a building foundation in the wrong place on site with the wrong dimensions. Jaeger chose to tell the unaware owner of the error. The owner allowed the foundation to remain as poured because of Jaeger’s honesty. During this same month, supervisors began returning stolen tools. During the month they learned “forgiveness”, a large worker who terrorized fellow employees, began going to individuals and asking forgiveness.

In 1994, Stueve Construction, which does business in 20 states, was in a high-risk insurance pool, due to their line of work. After 18 – 24 months of character training, the company’s safety record allowed them to come out of the

pool. Insurance rates were cut drastically and workers' compensation was reduced by 50%. The diligence of these "transformed" construction workers brought sufficient profits to the company such that wages increased by 30% (CTI data, 1998).

3.4 *Four Principles of a Character Focus*

Most businesses will acknowledge that people are the number-one asset of any organization. *Character First!*[™] is founded in this principle. They believe that "providing them the values and ethical codes necessary to make wise decisions is an investment that will yield generous returns" (Character First, 1998, Involvement, p. 2). They encourage companies to write Character Policy Manuals that are based on principles instead of rules. Kimray makes their Policy Manual available to other companies as a sample. A copy of their manual is shown in Appendix C. A new mission statement must clearly display an organization's commitment to character training. Even employee evaluations must shift from accomplishment-orientation to character-orientation. A copy of the personnel evaluation used by EDG, Inc. is shown in Appendix D.

3.4.1 Be a Role Model

Tom Hill delivered an address to a home education conference in Knoxville, Tennessee in June of 1998. He delineated four key principles necessary to train character in the workplace (Hill, 1998). First, to train others in character, the trainer must be a role model of good character. The trainer does not have to be perfect, but must admit mistakes and seek forgiveness from those

he trains. In addition to personal example, role models from history may be used to illustrate a particular character trait. Most anyone will quickly associate the trait of truthfulness with the story of George Washington and the cherry tree. Abraham Lincoln, honest Abe, was a man of high moral fabric. His life is an example of honesty, thoroughness, diligence, perseverance and gentleness – all noble traits.

3.4.2 Train One Trait at a Time

The second principle is to concentrate on only one character trait at a time. The trainer must be prepared with definitions to establish a common language in the workplace. A list of the 49 character traits identified by the Character Training Institute (CTI) is located in the Kimray Policy Manual found in Appendix C. CTI provides a number of helpful tools to assist in this training. They have bulletins on each trait, designed to focus on applying the particular trait to the workplace (See <http://www.hischaracter.com> for samples). They encourage corporations to make the trait visual. If an employee sees the trait name and definition on bulletin boards, printed on paychecks, displayed on posters and other obvious places, they can not help but become familiar with the new terminology. Regular meetings are used to hold short training sessions. In these sessions, the definitions are taught along with role-play to illustrate what the character trait looks like in action.

3.4.3 Differentiate Between Character and Achievement

The third principle is challenging. Supervisors must learn to differentiate between character and achievement. Most evaluation methods used in business today focus on achievement. Achievement or skill level is much easier to measure and evaluate. However, quantity or even quality of achievement does not guarantee one has an employee that best represents or benefits the company. A grouchy secretary may be highly efficient at typing and filing, but may regularly offend clients by displaying a discontented, disrespectful attitude. A maintenance worker may complete more jobs per day than all his co-workers, but may be cutting corners on repairs that will cause pre-mature facility problems in the future or he may be pilfering tools and materials. On the other hand, a cheerful, loyal, dependable janitor can be the greatest advertisement a company could want. The skill level may not be high, but if clients and customers are treated with courteous respect, they are more likely to return. Good character motivates lasting achievement, while a focus on only achievement may promote unethical methods to achieve the goal. This is not to say that employees are not expected to maintain a certain level of proficiency at their required jobs, but that when an organization puts the emphasis on character, the achievement aspects tend to follow character development. A quick look at the list of character qualities, with operational definitions, reveals the ingredients to excellence in work. A Hebrew Proverb says, *"do you see a man skilled in his work? He will serve before kings; he will not serve before obscure men"* Proverbs 22:29 (NIV, 1978).

3.4.4 Praise Good Character

The last principle is equally difficult to accomplish for a lot of supervisors. It is rooted in a fundamental leadership principle of praising the aspect of a person's character or work one desires to see repeated. People in general will repeat actions for which they receive praise and tend to not repeat actions that receive negative feedback. The fourth principle then, is to praise character instead of achievement. Praising diligence in a worker's performance carries over into all other aspects of performance. But, praising a specific achievement only promotes repetition of that achievement. A supervisor gets more long-term value from the words spoken or written. It is important to praise in public. The praise is magnified and carries more value. The praise should not be combined with reprimand. One method of offering praise for character is to present an employee with a certificate of recognition for a specific trait (See sample in Appendix E). The employee may be able to use this certificate as a character reference for future employment opportunities.

Praise is an intangible reward, but it is one of the most powerful rewards available. As with other rewards, praise should only be used to indicate what's important to the leadership. Praising achievement conveys the idea of using people to advance the company. Praising character, when genuine, communicates an interest in the welfare of individual people. Praising achievement leads to promoting results without regard to method. A worker

without the character quality of truthfulness may take shortcuts in his work in order to meet production quotas or improve performance indicators (CTB, 1995).

A non-profit organization in Lovington, New Mexico learned the value of rewarding character. Lovington Good Samaritan Center is a non-profit nursing home. They recently reported a tremendous reduction in turnover rates for nurse aides. Before implementing *Character First!*[™] and its character based hiring principles, the turnover rate was nearly 100 percent. In the first quarter of 1998, the turnover rate for nurse aides was only four percent! To reinforce the concept of praising character over achievement, the nursing home provided a monetary “character reward” for all staff members that met a strict set of criteria of a regular character recognition plan. The “reward” is based on demonstrated character, and is not used as an incentive to develop character. Eighty-five percent of the employees received the reward in the first quarter of 1998 (Sokoff, 1998).

3.5 Application of the Program

Top management must be supportive of the program if an organization hopes to successfully implement character training in the workplace. Character training is unproductive if the company leadership fails to live up to the new standard. Character must be displayed for people to learn properly. If supervisors and managers arrive to work late, or take extended breaks, reading about punctuality in a bulletin will be of little value.

Before an organization begins to implement *Character First!*[™], or any other significant program, there must be “buy-in” by key management personnel. Once “buy-in” is obtained, the leadership of the organization attends a training seminar at the Character Training Institute in Oklahoma City. At the seminar, leaders are trained in the principles of character training. They learn to identify the various traits and how to teach, promote, praise, and reward the traits. They learn how to re-write mission statements and corporate policies and guidelines to support an emphasis on character. CTI teaches businesses how to establish hiring policies and evaluation systems based on character. CTI or one of their qualified consultants visits the business as needed to assist in the implementation.

Each month every employee receives a Character Bulletin that presents the character quality for that month along with tools to build that character quality. Supplemental information is available for leadership to give additional resources for teaching others and to challenge leadership to hold themselves to a higher standard (HIS Character, 1998).

These character training bulletins teach businesses how to carry out the principle of praising good character. Management shows what is important by rewarding it. Establishing equal rewards for all does nothing to promote a high standard. When a company rewards character, it allows one to reward a diligent

person's efforts despite the failure of the project. Some projects fail despite all the best effort.

A focus on character is often in opposition to a focus on achievement, which most people emphasize. Indeed it is easier to focus on, and reward achievement. Achievement is more tangible. It is measured in test grades, number of sales, maintenance tickets completed, letters typed, etc. Most evaluation systems are based on achievement. This creates dilemmas for some. Some people in supervisory or managerial positions have few tangible results in their work. Therefore, a manager's evaluation is based on his or her workers' achievements. Sometimes this basis is quite valid, other times it is not. Focusing on character, rewarding character and praising character recognizes the fact that quality achievement is actually a product of good character traits such as diligence, attentiveness, thoroughness, etc. (CTB, 1995).

Leaders must be careful to avoid distraction by character flaws. Typically, the flaws stand out above the good character. A good leader will learn to praise the good character and assist the employee in growing in the weak areas. Sometimes discipline is necessary. When it is necessary, discipline should also focus on character issues instead of achievement. If production is consistently low, evaluate the employee's character to see the root cause. Often, a lack of diligence, attentiveness, alertness, thoroughness, or patience may lead to substandard performance. If a personalized training program is established for

that employee, based on character training, the result will be far more reaching than the initial problem, because character is the underlying fabric of achievement. Since character is a daily choice and growth process, it must be praised daily. Past performance does not guarantee future performance. Character training is a long-term commitment. There may be very positive initial results followed by a plateau. To benefit the greatest, management must commit to this new paradigm and begin thinking and acting so as to show the “profound respect for the individual”.

3.6 *Potential for Character Development Beyond the Business*

The ideal scenario for successful implementation of *Character First!*[™], is for an entire city or community to agree to implement the program. An employee will then see the material at work, on the streets, in church, in a child’s school, and in other business establishments. In January 1998, Mayor Tom Ed McHugh declared that Baton Rouge, Louisiana would become the first “City of Character” in the United States. He chairs the committee responsible for implementing the program citywide. Law enforcement officials, educators, civic leaders, judges, religious leaders and private citizens comprise the committee. Each month, the city focuses on a new character quality. Billboards advertise the trait and definition. Schools teach the trait to the children. Prominent citizens and sports stars promote the trait through public service announcements. Four major conferences were held to promote the program among civil service employees. Law enforcement, juvenile court system personnel, and emergency service leaders enthusiastically support the program. Leaders from the various faith

communities reinforce the training within their congregations. The community even managed to vote in a tax to support the program in the elementary school systems (Baton Rouge, 1998).

Empirical evidence of success is much harder to obtain in a community effort than in an individual business. Ms. Jennie Ponder, spokesperson for the *Character First!*[™] program in Baton Rouge, stated that statistics are not available yet, but hopes to have some reportable data in the near future (Ponder, 1998). The program generally receives great support throughout the community. The schools report that they see very positive results and that the children are receiving it well. Governor of Louisiana, Mike Foster, also supports the program and hopes to expand it throughout the state. The governor of Oklahoma declared that he would promote *Character First!*[™] throughout the state and become the first "State of Character".

In late 1998 and early 1999, many other schools, businesses, cities, states, and even other countries have taken initial steps to implement this character training. Florida passed a law in April of 1999, requiring every elementary school in the state to implement some character training program similar to *Character First!*[™] or Character Counts (another popular program). CTI was asked to prepare a training course for the 33,000 primary schoolteachers of Florida (IBLP, 1999). Translation efforts are underway to provide the training material for all the schools in the nation of Mongolia. Delegations from Beijing,

China have visited the U.S. and have requested assistance in implementing the character training program in China (IBLP, 1999, April). In the Spring of 1999, New Life Village, in Honduras was opened for the thousands of Hurricane Mitch refugees. Mayor Roberto Larios of San Pedro Sula has deemed this a Character City. The design of the city was influenced greatly by the staff of the Institute of Basic Life Principles (IBLP) and Character Training Institute (CTI). The school is designed with character training as its foundation. Great efforts are underway to make this a new city of character from the ground up (IBLP, 1999, May). The need is great, the tools are available, and the hurting world is reaching for a solution. One program will not solve all the world's problems, but in the few years since *Character First!*[™] was conceived by Kimray, Incorporated, it has been used to change many individual's lives and transform businesses.

4 MOTIVATIONS

Either a fear of failure or a hope of reward motivates most human beings. Certainly some individuals are quite productive when motivated by a fear of failure and have accomplished significant things. However, enthusiasm or joy rarely accompanies a fear of failure. A workplace ruled by fear can be discouraging and counter-productive. Loyalty is lacking, and employees are usually not self-governed; that is, they only work when the boss is around. An employee will perform what's necessary, but rarely go "above and beyond" the call of duty. Given an opportunity to work somewhere else for better or equal pay, most will quickly depart. On the other hand, a hope of reward brings vitality to the workplace. Enthusiasm is plentiful and loyalty is common. As discussed

previously, the leadership and management focus of an organization is greatly influenced by how one views an individual's worth.

Beckett's explanation of the worth of the individual is critical to the following discussion on motivating employees and managers in the workplace. It is likely however, that a leader who does not hold to the Biblical viewpoint will quickly forsake some of these methods when faced with tight deadlines, internal conflict, external opposition, or opportunities for personal gain. As shown throughout this paper, the Hebrew Proverbs offer much guidance to successfully operate a business. Wise leaders will read them and learn. Proverbs 22:17 says, *"Pay attention and listen to the sayings of the wise; apply your heart to what I teach, for it is pleasing when you keep them in your heart and have all of them ready on your lips."* (NIV, 1978)

4.1 Motivating Through Praise and Gratitude

Two of the most powerful tools available for motivating employees in the workplace is to show gratitude for how they have benefited the organization and to offer praise for their display of good character in the process of accomplishing their daily tasks. There are two key parts to these two tools. One is to explain character (see previous section) and how to praise it. The other part is to explain gratitude and praise. Webster's Dictionary defines gratitude as "a feeling of thankful appreciation for favors or benefits received; thankfulness" (Neufeldt, 1997). As a character quality it must go beyond a "feeling". The *Character First!*[™] training program defines gratitude or gratefulness as "letting others know

by my words and actions how they have benefited my life" (CTB, 1995). The verb form of praise means "to commend the worth of; express approval or admiration of" (Neufeldt, 1997). The objects of praise will be discussed in following paragraphs.

Showing praise and gratitude in the workplace is essential. Used properly, praise will diminish the need for criticism and correction. Here are a few guidelines from personal experience as well as from the Character Training Bulletins produced by *Character First!*[™] on praising employees, fellow workers and even superiors.

In Public - The number of hearers multiplies public praise. Praise in front of co-workers does more for morale than praise before strangers. Praise straight from the boss does more than praise passed down the chain of command.

Timely - Delayed praise reduces the impact. Spontaneity indicates genuineness. Timely praise reinforces the event strongly because there is still emotion attached. However, carefully prepared words of praise for public recognition are appropriate at times.

Be genuine - Insincere praise is much worse than no praise at all. It breeds contempt. Employees don't want a show; they want to be appreciated. Insincere praise may be viewed as a means to manipulate achievement.

In writing - Written praise provides a lasting reminder, thus further multiplying the praise. Simple notes at the days' end can motivate a tired, discouraged worker to press on to finish the task or return the next day with renewed enthusiasm. This is a great way to show gratefulness. A former boss of this author made a habit of sending an e-mail out to various managers to show gratitude for efforts in arduous meetings or on difficult tasks. The benefits are innumerable.

Often - One researcher (Fairchild, 1998, p.4) found it took four times as much praise as criticism for an employee to feel good about his work and environment. Not just in good times but in difficult times too. Praise is a great motivator. It could be the greatest tool available to get people past hard times.

Show gratefulness - Gratefulness is a form of praise. It acknowledges how others have benefited one's life. Leaders and managers should say "thank you" regularly for how others are benefiting their lives. Indeed, all employees should learn to be grateful. Your organization depends on people.

4.2 Motivating Through Good Leadership

A recent article (Bowers, 1999, pp. 48-50) in the Naval Institute's *Proceedings*, by U.S. Marine Corps Captain William J. Bowers, presents an insightful look at the necessity of "leadership from the front". He presents a Greek Model, a Russian Model, and a U.S. Marine Corps Model. The Greeks were known for their leaders going into the battle at the front of the troops. Great battles such as Thermopylae Pass are recorded in history. The Greek leader, Leonidas, was to hold the Pass against a far superior foe. He and his troops held the pass long after anyone thought possible because of his courageous leadership example. The Russian Army officers in Chechnya are reported to have remained behind the front line while giving little support for the troops. The Russians were humiliated. The U.S. Marines in Hué City, in 1968, led from the front. Two company commanders in a row were injured, but gave the courage and drive for the Marines to take the city. Captain Bowers' explains that the Russian failure went far beyond the battlefield. The unmotivated officers didn't lead the troops well back in the barracks at home either. They had no hope or sense of purpose. They lacked a vision and a visionary leader.

One may make a case to support that this same leadership is necessary in any organization or business that seeks success. George Washington displayed this type of leadership on the battlefield as well as in the President's chair. The businesses that have truly been successful can attribute much of the success to a leader who is visible, one who steps out front and shows the way. This leader

is an example of courage and commitment to the common goals and mission of the organization.

The content of this paper is filled with other aspects of motivational leadership. Essentially, leadership that provides for those three basic human needs will have a following. The interesting study is that of the extreme to which people will follow a leader that has mastered the ability to capture the heart of the follower. Indeed, history has examples of misguided/evil leaders taking deceived followers to their deaths. The intent of this discussion is to identify those traits that lead others to a positive end, an end with a purpose and value. The Biblical model claims to have that direction for those who embrace its truths. Jeremiah 29:11 states, “‘for I know the plans I have for you’, declares the Lord, ‘plans to prosper you and not to harm you, plans to give you hope and a future’”(NIV, 1978). The picture that John Beckett paints of his corporation shows one that is ultimately concerned about the outcome of the individual who works in the plant. It seems to matter to the company about the employees’ personal development.

4.3 Motivating Through Proper Work Environment

4.3.1 Physical Environment

The workplace environment makes a big difference in a worker’s motivation. The physical environment must be reasonably comfortable, safe and healthy. Organizations like Occupational Safety and Health Administration are designed to assist in this respect.

4.3.2 Emotional Environment

The emotional environment is equally important. It involves keeping good communication up and down the chain of command. Good communication is paramount to success. Learning to deal with conflict is equally important. Lesser leaders try to avoid conflict. A good leader/manager will welcome conflict if people are properly trained to handle it. Conflict is a given. It will be anywhere there are two or more people. It can build strong relationships and help identify problems to solve. A Hebrew proverb says, *“if you falter in times of trouble, how small is your strength”* Proverbs 24:10 (NIV, 1978). Conflict is a true test of one’s moral fabric, or character. Another proverb says, *“as Iron sharpens iron so one man sharpens another”* Proverbs 27:17 (NIV, 1978). Conflict can be very beneficial in work relationships if dealt with properly. Helen Keller once said, *“character cannot be developed in ease and quiet. Only through experience or trial and suffering can the soul be strengthened, vision cleared, ambition inspired, and success achieved”*(HIS Character, 1998). Helen Keller was blind and deaf from infancy.

Maintaining good manners in the workplace makes it an emotionally pleasant place to work. This involves encouraging speech. Foul language should be avoided. General George Washington would not allow it, even among his rough frontiersman troops (Camp, 1977, p.120). Proverbs 15:1 says, *“a soft answer turns away wrath, but harsh words stir up anger”* (NIV, 1978). And Proverbs 10:19 says, *“when words are many, sin is not absent, but he who holds*

his tongue is wise”(NIV, 1978). Too much talk leads to trouble. Giving praise is appropriate but gossip, slander, and derogatory speech is inappropriate and damaging. “Please” and “thank you” should be common words. And yes, there is still room for old fashion chivalry, but make sure it is genuine and cannot be confused with harassment or favoritism. There is no place for either of these. Kimray, Inc. specifically address “humor and folly” in the company policy manual. An excerpt follows:

Humorous conversation and situations call attention to character traits that can and should be improved. Folly involves mocking, jesting, teasing, and pranks. Folly is usually an attempt to get laughter at the expense of the self-esteem of another person, such as imitating a speech impediment. The wisest man who ever lived warned, “As a mad man who casteth firebrands, arrows, and death, so is the man that deceiveth his neighbor, and saith, Am I not in sport?” (Proverbs 26:18). See Appendix C.

Managers should plan ahead when possible to avoid crisis. Modern work environments seem to thrive on going from crisis to crisis. Though stretching times can help build some character qualities, a “constant-crisis” work environment just builds hopelessness and discouragement. . Unknowns encourage rumors and rumors bring disaster. Here are just a few brief notes on this topic.

- Neither bosses nor workers like surprises, that is, other than a birthday party.
- Secrets destroy trust & promote anxiety.

- Open communication builds trust. —
- Trust is the fabric of relationships.
- Strong relationships build strong businesses.

Lastly, there must be room for failure. Each of us fail. Most of us fail in some way quite often. Failure is not to be glorified, and there are varying degrees of failure, but it is a reality of life. Those with strong character will “get back up” after failure. Proverbs 24:16 says, “...*for though a righteous man falls seven times, he rises again, but the wicked are brought down by calamity*” (NIV, 1978). When there is no room for failure and restoration, there is great emotional stress. Organizations that do not recognize this truth, suffer greatly for it. It is often referred to as “eating their young”. A recent article by a retired Navy Admiral revealed a common problem for junior officers. The junior officers feel that they are not given any room to fail. The “zero-defect” mentality aboard ships creates a tremendously high-pressure environment. Large percentages of these bright young people are leaving a profession they greatly desired for civilian jobs that allow room to make a mistake without ending a career (Natter, 1998). Leaders must give opportunity for workers to redeem themselves. However, failure should not be confused with foolishness. A common perspective is that failure without effort is unacceptable, but failure with appropriate effort is acceptable. It is interesting to note that George Washington failed repeatedly in military endeavors, but the young nation stilled begged for his leadership of the army and then again as the first president (Camp, 1977).

4.3.3 Mental Environment

There is also a mental environment that must be considered. There are scores of aspects to the mental environment and a few are noted below.

- Sound: Sound must be safe. Loud workplaces require some form of sound protection. One must enforce the proper use and protect employees over the long haul. Sound also affects productivity and creativity. Much has been written about this idea, but suffice it to say here that research repeatedly has shown in plants, mice and people that certain music from the Baroque and Classical periods will increase productivity and creativity in the workplace. It will increase the memory and recall. Conversely, loud, harsh music with a strong beat will cause unrest, anger or indifference thus reducing productivity and creativity. A number of historical as well as recent examples reinforce this theory. There are even some very compelling scientific explanations for the effects this music has on the brain functions. Handel's *Water Music* is particularly noted for its apparent ability to enhance creativity (Read, 1977). Some tasks require quietness. Sound attenuating panels are often necessary to reduce distractions like phone conversations.
- Visual: Windows and pleasant wall hangings can create a much more pleasant environment and stimulate workers mentally. The days of sweatshops should be over.

4.4 Motivating Through Family Support

Maintaining the balance between families and work is a great challenge to most everyone from car mechanics to CEO's. The military is certainly among the more difficult scenarios. Despite the obvious challenges of long hours, commutes and stressful jobs, the family must not be neglected. Indeed, the family is the very foundation of society. Every other institution depends on the family. "The family is life's basic training ground"(Beckett, 1998, p. 130). Government itself is designed to protect and care for families. Setting priorities is a daily activity and families should be a higher priority than work. Properly placed, this priority will actually help people do their jobs better. A few practical suggestions to help keep the proper perspective are listed here. A little creativity can produce other ideas.

- Take off work for your spouse's birthday or your anniversary. This simple act sends a powerful message to both the workplace and the home. It says that the family is important and is a high priority.
- Bring your kids to work on their birthdays or other special occasions. Children typically are overlooked for the sake of work. Unfortunately, great leaders discover too late that their children have grown up while Dad or Mom is chasing a career. It's a heavy price to pay.
- Simply keeping a family photograph in easy view of fellow workers, can send a powerful message and open opportunities to talk about your family.

If family is a priority for leaders and managers, it is also true for the rest of the work force. It becomes the leader's responsibility to assist workers in maintaining their priorities with families. Part of this involves knowing something about their families. Following are a few practical ways for a leader to support their employees' families.

- Leaders can provide ways for people to allow family members to visit the workplace. It makes it easier for children and spouses to relate to the great unknowns of "work".
- They can ask about families; it shows what priorities the leader holds.
- Allow time for employees to deal with family matters. Fathers and mothers both need time.

Managers must realize that problems at home DO come to work. Even if it isn't heard about, it affects the productivity of each employee. If it is particularly distracting, it can lead to safety problems. In general, women have greater difficulty leaving home problems at home than men. Women were created to fulfill a nurturing role, where men were created to fulfill a provider/protector role. [These are not the author's original ideas, but are easily verified in most workplaces. My wife, my mother, and several other professional women readily admit this is true]. A leader who makes an investment in families will make an investment in the business.

4.5 **Motivating Through Growth Opportunities**

Continual challenges to grow keep employees motivated to work.

Challenges can come from different areas. A few areas are listed below.

- In Job Skills - Proverbs 22:29 says, *“Do you see a man skilled in his work? He will serve before kings; he will not serve before obscure men.”* (NIV, 1978)
Give employees opportunities to expand and grow. Offer training as possible. Create in-house training if necessary. Give employees an opportunity to become experts.
- In Personal Life - Strong character promotes greater achievement. Don't restrict growing opportunities to just job related skills. There are excellent personal growth seminars that don't deal with specific job skills but have been proven to enhance employee performance.
- Reward Excellence - Don't accept mediocre work. Encourage and reward excellence. Praising and rewarding character over achievement will help here.
- Dealing with Failure- As said before, teach employees to deal with failure. Failure is part of success. Thomas Edison tried about 1000 ways to make a light bulb. It is reported that he said something to the effect of, “Each failure was just one more way not to make a light bulb”. But each failure lead him closer to the light.

- Promote Creativity - Things such as proper music or stimulating puzzles can promote creativity. Engineers need to be challenged to think “out of the box” to solve complex problems of our day.

5 PRINCIPLES

5.1 Definitions and Terms

Truth: At the heart of every issue there exists a fundamental truth. This truth forms the basis for a clear standard or a principle. Truth is a fact of actuality which an individual would conclude if given all knowledge. In the absence of all knowledge one must accept truths based on knowledge available and a choice of belief.

Standard: A standard is an established unit of measure to which other things may be compared. A clear standard is absolutely essential for any meaningful evaluation or comparison. This holds true for a product, service, job performance or a person’s character. The management philosophy presented here is based on the Judeo-Christian standard.

Principle: Principles are guidelines for human conduct and effectiveness that are proven to have enduring, permanent value. They are universal in nature. They compare to the natural laws of physics such as gravity that is true without regard to a belief system.

Need: Every individual has basic human needs that must be met for them to realize maximum effectiveness.

Character: A person's inward character, essential quality or nature, will determine his outward performance or achievement.

Performance: An entity will not perform according to design without proper intrinsic or extrinsic motivation.

Compassion: Human beings err. Compassion and forgiveness are essential to maintaining interpersonal relationships of any type.

5.2 The Principles

Organizations are made up of people and cannot operate without the abilities each person adds to the organization as a whole. Organizations desiring to endure the test of time must be founded upon time-tested, enduring principles.

5.2.1 Primary Principle

A fundamental, primary principle that emerges from the Judeo-Christian standard involves how one must view each and every individual person, inside or outside the organization. Every human being has an equivalent, innate value or worth given by the Creator. This principle is a solid foundation on which to build other principles such as justice, integrity, service, responsibility and authority.

5.2.2 Secondary Principles

1. Design: All things, people or objects, perform best when operated within the parameters and for the intended purpose of their design. This design is based on order and process. (i.e. A building must be constructed in a process that begins with a foundation, an automobile engine must start before it drives, a baby must roll over, sit up, crawl, then walk. We learn letters, then words, then sentences). Personal and business development is similar. Character development is a process of growth requiring time and energy. Character grows out of following sound principles of life. Business success comes from hard work and perseverance.
2. Justice: Since people have equal value as individuals, an organization must provide for justice, a consistent, impartial accountability to a set standard.
3. Integrity: Integrity is a strict adherence to an established set of standards. It encompasses honesty, honor and truthfulness. An organization is built on trust between individuals. Trust is the link that holds it together. When integrity is broken, trust is lost and an organization becomes segmented. Unity is essential for a group of people to succeed.

4. Service: Service is meeting the needs and desires of another to assist them in fulfilling their intended purpose. A business serves internal customers (employees) by meeting basic human needs through character development and operating in accordance with sound principles. Serving employees involves providing a motivating environment, encouraging growth and supporting families. Compassion is interwoven within this service. Service extends outward to customers, suppliers and the community at large. Customers are treated as individuals of value, given high quality products and services and trusted. The community benefits by having a strong company that draws quality employees to the area. Businesses can reach out to schools and civic organizations to assist in their support for the community.
5. Authority: Each individual is accountable to some authority to adhere to a set standard of performance or character. Everyone is responsible for every thought, word, action and attitude. Every authority is accountable to some other authority. In America, all authority is established by the Constitution. The three branches of government are accountable to each other and to the general populous. A clear line of authority is essential to avoid corruption of power. When an individual fails to acknowledge accountability, he or she becomes oppressive.

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6. Developmental Process: There is a process which must be followed for healthy growth, whether physically, mentally, psychologically, or spiritually. This is true for an individual or an organization. (Trees grow with stronger heartwood and produce higher quality wood when they grow slowly and endure stress over time.)
 7. Consequences: With responsibility come the inevitable consequences of adherence to or deviation from the standard. On this principle lie the fundamental motivators for humans - the fear of punishment and the hope of reward.

5.3 The Standard

The Judeo-Christian Standard is summed up in the New Testament book written by Saint Matthew. Chapter 22 verses 37-40 record the words of Jesus Christ when He said,

... love the Lord your God with all your heart and with all your soul and with all your mind. This is the first and greatest commandment. And the second is like it: love your neighbor as yourself. All the Law and the Prophets hang on these two commandments (NIV, 1978).

Truth is God's word to man in which He established the standard of right and wrong. Our nation built its legal system on this standard. The law established the principles of authority, justice and integrity. A Supreme Being is

acknowledged as the ultimate authority to which every person and nation is accountable. The love for God requires adherence to these principles. The love for neighbors requires service and promotes an atmosphere of gratitude and praise for the growing character of others. Compassion for others comes as we experience the compassion that God shows us for our shortcomings and as we accept the worth of the individual. As the understanding of man's design grows, authority receives due respect. From each principle grow the various character qualities that will build strong individuals and strong businesses.

6 The BIG PICTURE

6.1 *An Analogy*

The following analogy from the world of nature attempts to pull all the facets of this management philosophy together. It is a compilation and interpretation of the ideas and concepts of the various works previously referenced or cited.

6.1.1 Assumptions:

1. This analogy portrays a Public Works, Construction or Engineering Services Type organization but may be much more universal in nature.
2. The ultimate goals of the organization include providing timely, quality products and services to internal and external customers while operating by sound principles rooted in the Judeo-Christian standard.

6.1.2 The Tree

The roots of a young tree must be firmly established in rich, fertile soil which is stable enough to support the maturing tree through the growing years. The tree must follow a natural progression of growth. It cannot skip any stages. Small amounts of fruit or leaves appear early, but cannot sustain the ever-expanding trunk and branches of the tree. The trunk grows more solid when it must work hard for survival. Weaker branches or branches no longer necessary must be pruned through the years. Many branches are removed during storms allowing more healthy growth for those remaining. The leaves receive energy for growth through rain and sunshine while the roots continue to dig deeper into the fertile, life-giving soil. Each new twig produces more leaves that in turn receive more energy for the growth of the trunk. The deep roots and solid trunk give strength for staying the storms of time. The leaves come and go through the seasons. In seasons of drought, energy is conserved by producing fewer leaves or shedding those not essential for growth. The tree trunk grows with tighter, smaller layers that will eventually give greater strength to the entire tree. Roots will reach deeper in search of water. The deeper roots will provide the greater support for future growth.

In time, the tree will reach higher and broader and provide shade and shelter for others who will benefit from its years of steadfast endurance. The tree is reproduced as its seeds sprout up nearby to form new trees. Eventually, the tree will give up its place to allow room for the younger trees to grow and

prosper. Where once a small tree struggled for survival a grove of healthy, prospering trees will grow.

6.1.3 The Business

An organization of people working for a common end must be rooted and established in a foundation of truth. Only truth can stand the test of time. Rooted in truth are the Judeo-Christian standards on which our nation and solid businesses were founded. The primary principle springing from these roots is that every individual was endowed with infinite value and worth from the Creator. This principle is solid like the tree trunk from which secondary principles or branches grow. Embracing this “profound respect for the individual” requires following the principles of justice, integrity, authority, service, responsibility, and design. The accountability that accompanies these principles must be balanced with compassion. Strong moral character is developed as individuals are held responsible to a high standard of excellence. People are energized or motivated externally through praise and an expression of gratitude. The inward energy grows as the inward character develops. Growth is a process for the individual as well as the organization. Seasons of prosperity and hardship will come and go. The standard is more firmly established as it is tried from internal questioning and outward attacks just as the roots are more firmly established as they dig deeper in search of water. Seasons of pruning are necessary as programs, policies, or methods fail to provide the necessary support for continued growth. The figure on the following page illustrates this analogy.

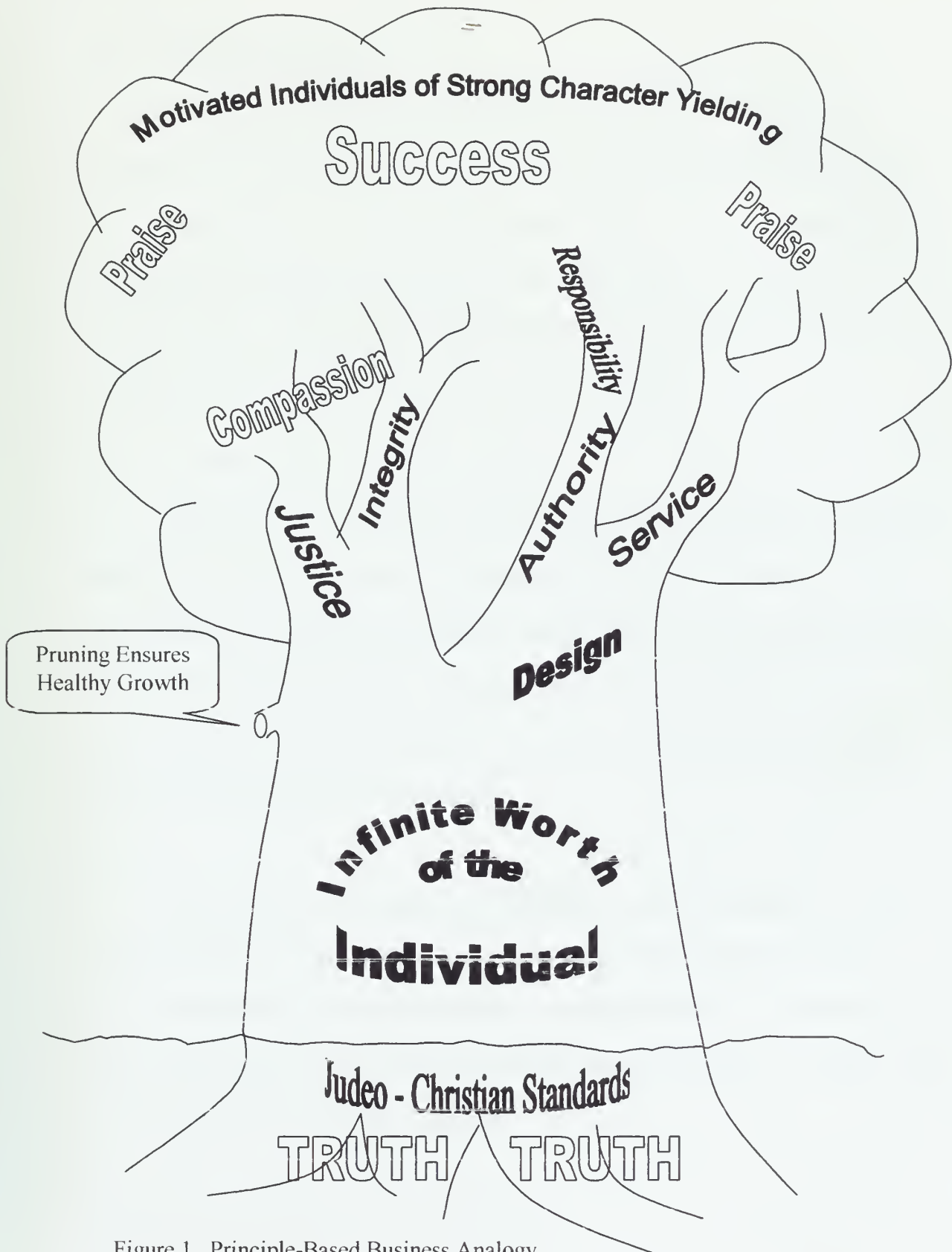


Figure 1. Principle-Based Business Analogy

6.2 Historical Examples

The pages of history are filled with excellent examples of leaders who understood the principles outlined in this paper. The following examples range over the past 3800 years of the world's written history. The few samples given below will be used to demonstrate the "Character Ethic", the principles of leadership and management previously stated and the motivational factors leading to outstanding performance by those who follow.

6.2.1 Joseph of Egypt (c. 1746 – 1636 BC)

Joseph was a young Hebrew man who got a job that he didn't ask for and didn't want. His own brothers sold Joseph into slavery. He performed his job with excellence, diligence and integrity. He maintained a strong moral standard. Everything he did prospered. His supervisor, the captain of the royal guard, quickly realized this fact and placed him in charge of his entire household. He became a "small-scale facility manager".

Joseph was a man of high moral character, a man of integrity and moral purity. His father taught him about the Hebrew God early in life. Temptation came his way through sexual harassment. Joseph held fast to his integrity and was falsely accused of inappropriate advances toward the supervisor's wife. He was sent to prison and suffered unjustly.

Joseph continued to maintain his faith in the God of his fathers and persevered with humility. The prison warden was pleased with Joseph's performance and character. He placed Joseph in charge of the other prisoners. Again, Joseph was a faithful manager and all he did prospered. The warden fully trusted Joseph and did not concern himself with anything under Joseph's care. While in prison, Joseph compassionately served his fellow prisoners. The other prisoners often sought his council and respected his leadership.

Through a supernatural interpretation of the Pharaoh's dream, Joseph was released from prison and deemed to be the wisest and most discerning man in all the country. At the age of 30, Joseph was appointed second-in-command of the entire land of Egypt, which was about the most prosperous nation in the world at that time in history.

Joseph interpreted the Pharaoh's dream to be a prophecy from God. The dream predicted seven years of great plenty in the land followed by seven years of even greater famine. Joseph recommended to Pharaoh that a discerning and wise man be put in charge of commissioners who would store up grain in the years of plenty to provide for the years of want. That's when Pharaoh appointed Joseph to the position of "Director of National Public Works" in charge of all facilities, disaster preparedness, new construction, agriculture, and international commerce. When the famine hit, Joseph was prepared. He had built storehouses throughout the land and exacted a tax from the people of twenty

percent of all the grain in the land. Joseph then opened the storehouses and began selling grain to the people of Egypt as well as the surrounding nations (NIV, 1977, Genesis 37 – 50). Joseph served as a loyal manager and showed great resourcefulness.

6.2.2 Nehemiah of Jerusalem (c. 445 BC)

Nehemiah was the Jewish cupbearer to the Babylonian King Artaxerxes, during the time when the Jewish nation was in exile from their homeland. A cupbearer was a very prominent position that served the King face to face on a daily basis. Some Jews were beginning to return to their own land near Jerusalem, in present day Israel. However, the temple had been destroyed by the Babylonians and the city wall was reduced to burnt piles of rubble. Nehemiah had great compassion for the city of his forefathers and asked the King for permission to return and rebuild the wall. King Artaxerxes granted him permission as a faithful servant and appointed Nehemiah to serve as both “Construction Manager” and Governor of the land. Nehemiah’s dependable service and respectable character persuaded the King to grant his request.

Nehemiah courageously returned to Jerusalem and rallied the despondent people together to begin the monumental task. The work went well initially, but surrounding nations began to taunt them, and threaten them, hoping to stop them from the work. The other nations feared the Jews would regain strength once the wall was rebuilt. Work slowed as the people were harassed. Nehemiah faced the external obstacles with great boldness and wisdom. With resolve and

determination, he found creative solutions to the internal worker problems. He continued to turn to God for strength and courage to face his foes. He rallied the builders and encouraged them to press on in the face of opposition. Eventually, the workers worked with weapons by their sides for protection with guards posted night and day, much like present day Seabees. The wall was rebuilt in an astounding 52 days!

As governor he re-established the city government on the principles found in the Mosaic Law. He restored the land to its rightful owners and did not exact taxes from the people, for they were greatly oppressed already. As governor, under the king's authority, he had rights to taxes and to receive his provision from the people (NIV, 1978, Nehemiah 1-13). Though a Hebrew captive given freedom to return to Jerusalem, he remained loyal to the authority of the king.

6.2.3 George Washington

George Washington was known as a man of courage, prayer, and deep commitment to the people of the new colonies. As General of the American troops at Valley Forge, he denied himself the comforts of a house until all of the troops were housed in wooden structures. He was often seen seeking Divine guidance. He led his troops from the front amidst arrows and bullets. Though often tempted to resign and return to the life of a gentleman farmer, George Washington continued to lead the beleaguered colonists against insurmountable obstacles of superior armies and unforgiving weather and terrain. When requested to serve as the President of the new nation, he felt the obligation to do

his duty. Indeed, George Washington stands out as a role model of a strong moral character ethic. He understood accountability well but never lacked compassion when dealing with the individual. He was quick to give praise and show gratitude to those who benefited his life. He was there to support the new nation that stood for justice and integrity. He lived by sound principles rooted in the Judeo-Christian standard.

6.2.4 George Washington Carver

George Washington Carver was born a Southern slave during the American Civil War. He was separated from his parents and raised by the plantation owner. George sought to honor the name Washington all his life. At 10 he left the Carver home to get an education. This was not an easy task in the Reconstruction years. Diligence, perseverance, self-control, contentment, humility, determination, patience and faith were among his many admirable character traits. He rose above the trials of racial injustice and sought to serve his people throughout his life.

George Washington Carver eventually graduated from Iowa State College. His strong character brought such success that he was asked to stay as a professor of botany. He later completed his Master's degree in agriculture. His fame spread far and wide as he used his creativity in the laboratory and classroom. He obtained a status that few black men of those times could claim.

Booker T. Washington asked Carver to give up the fame and fortune in Iowa to work at Tuskegee Institute in Alabama. There was only hard work ahead for him. The black school was attempting to help the Southern black people obtain an education and rise above the poverty-stricken conditions of the South. Carver willingly gave up what he had to serve his fellow man. Carver was also a man of devote faith in God and regularly sought Divine help in time of need. History (Collins, 1981) records the amazing discoveries and accomplishments of this one man who sought only to serve. He saved the South from the disaster of the boll weevil that destroyed the cotton crops. His lab work identified hundreds of edible and non-edible applications for the peanut and the sweet potato. He even addressed the Senate in Washington, D.C. to explain the myriad of uses for the peanut to convince them to tax imported peanuts. The tariff protected the Southern farmers from another economic ruin.

Compassion was evident throughout his life. He was known for his gentleness and for his nurturing hands. He could grow crops in harsh conditions, and often nursed animals back to health. Carver used the oils he discovered from the peanut as rubbing ointments for damaged muscles on people. Over 250 children suffering from paralysis were given new hope and mobility through these treatments. Carver never led troops into battle, but he courageously fought to preserve the dignity of the individual in turbulent times.

6.2.5 John Beckett

John Beckett serves as a present day role model of the American “Character Ethic”. He has taken the sound life principles from the Judeo-Christian standard and applied them to the business world. He has proven that a business can be successful while operating with a profound respect for the individual.

7 APPLICATIONS & RECOMMENDATIONS

7.1 *Organizational Policies*

7.1.1 R.W. Beckett Corporation

In his book, *Loving Monday*, John Beckett relates company policies that he feels sets the Beckett Corporation apart from other organizations. He conveys that their “profound respect for the individual” undermine these policies. The following list demonstrates the type of policies Beckett relates.

1. An extensive procedure is followed for all potential hires. After interviews and testing by the Human Resources Office and various levels of plant supervision, the individual desiring employment must interview with the Chief Executive Officer, Mr. John Beckett. Though potentially intimidating, Beckett feels most employees appreciate the individual attention. Beckett feels it helps set the employee at ease and serves as the beginning of a long-term relationship. R.W. Beckett has a good track record for retaining good employees.

2. Mothers of newborns are offered the opportunity to remain at home with their newborn child for up to 26 weeks while receiving one-fourth of their pay. An additional one-fourth of their pay is available through a loan. Because the management believes in the value of having a mother at home with a young child for early development, Beckett Corporation will work with the new mother to allow part-time work or work-at-home for up to three years if the job situation will allow it.
3. Parents who adopt a child receive funds to assist in the adoption process. Previous employees were allowed paid time off to travel out of country to complete an adoption.
4. John Beckett places great value on children and families. The corporation minimizes employee travel nights away from home, avoids weekend travel, if possible, hosts open houses and company visits for families, mails family-oriented company newsletters to each employee and hires employee's relatives if appropriate.
5. The first job position an individual receives is not always the most suited for the employee's strengths and weaknesses. The Beckett Corporation works hard to fill each position with the most suitable person. This practice often requires education for the employee. The Corporation funds a significant

amount of employee educational opportunities. They also make room for failure. If a person's performance indicates a miss-match of job position, the Corporation attempts to relocate them before dismissal is considered.

Employees are held to high standards of behavior and performance, but are supported with compassionate management. Appendix A outlines the Beckett Corporation "Guiding Principles" and Corporate goals.

7.1.2 Kimray Inc

Kimray, Incorporated, with Tom Hill as its Chief Executive Officer, places a high emphasis on people. Kimray wrote their entire policy manual (reproduced in Appendix C) to reflect their commitment to operate a company with strong character. They build a strong case for requiring character training in the workplace. The policy manual explains the potential legal liability a company faces due to the "Negligent Hiring and Negligent Retention Doctrine" (Kimray, 1994, p. 4). The manual finishes with fourteen specific policies that are designed to build character in Kimray employees and thus develop a company of character.

7.2 *Summary and Recommendations*

7.2.1 Summary

The current condition of the American workforce demands management solutions that address underlying causes to surface problems and meet the basic needs of each individual. Management can purpose to create a motivational

work environment by re-focusing the organization on sound principles rooted in clear standards of right and wrong. Establishing the infinite worth of the individual as the primary business principle forces management to address root issues of character and basic needs. Strong character comes from embracing sound principles like justice, integrity, authority, responsibility, service and design. Compassion balances the accountability that comes with the sound principles. The principle of growth dictates the reality that lasting success only comes through following a developmental process.

This developmental process must begin by accepting a clear standard. Perhaps another standard exists, but this author firmly believes that there is not a more solid, proven standard than the Judeo-Christian Bible. Some degree of success may be obtained by implementing various training programs and motivational policies, but without sound principles based on a clear standard, management will struggle to operate by the principles stated in this paper.

7.2.2 Recommendations

Management philosophies abound. This one is not new, but it is time-tested and proven to yield success. However, it is not prevalent in American businesses because it carries “religious” undertones. The key to accepting this philosophy is to separate “religious” institutions and ideologies from truth and universal principles. Tom Hill, CEO of Kimray and John Beckett, CEO of R.W. Beckett Corporation, have created work environments that do not demand “religious” affiliation or “denominational converts”. Individual religious beliefs are

not ostracized. Discrimination is not tolerated. However, both CEO's clearly express their individual faith and consistently operate by the established principles.

This philosophy does not promise quick and easy success but a long-lasting impact on all the individuals associated with the organization. It creates loyalty between management and the workforce as well as with suppliers and customers. It creates an environment that causes employees to look forward to Monday mornings.

If an organization already embraces this philosophy, perhaps this paper will serve as an encouragement to continue for the long haul. Perhaps a few new applications can be drawn from the resources referenced. Character development and effective motivation are daily tasks. Success does not rest on yesterday's achievements, but requires eternal vigilance to the proven ways of the past. Success also demands continuous creativity to meet the daily changes in our dynamic marketplace.

If an internal evaluation does not reveal a successful, highly motivated workforce with strong moral character, then this philosophy is worth consideration. Total, "roots up" re-organization is very difficult to survive. Most organizations can support only smaller, incremental changes. This author recommends implementing the *Character First!*[™] Training Program as a starting

point. The program can only help. Trained consultants are available to walk any organization through the process of implementation. No program comes without cost. However, a few calls to companies with the program in place reveal a very high return for a very low monetary investment. The returns go far beyond profits.

The character training includes the concepts of praise and expressing gratitude. It focuses efforts on people and meeting basic needs. As results are seen and the comfort level rises with these changes, management can evaluate the direction of the organization. Core principles must be identified. Policies and practices will grow from sound principles. Eventually, any lasting organization must examine its roots. Only well established roots in a solid foundation will remain.

John Beckett, Tom Hill and the Character Training Institute all welcome inquiries and the opportunity to assist others achieve the same success they enjoy. Service to others is their goal. The following points of contact are available for serious inquiries.

1. Mr. John Beckett, CEO of R.W. Beckett Corporation
P.O. Box 1289
Elyria, Ohio 44036-1289
1-800-645-2876
website: <http://www.lovingmonday.com> provides a wealth of information including the entire text of his book, *Loving Monday*.

2. Mr. Tom Hill, CEO of Kimray, Incorporated
52 N.W. 42nd
Oklahoma City, OK 73118
(405) 525-6601
3. Character Training Institute
520 W. Main St.
Oklahoma City, OK 73102
(405) 235-8100
POC: David Frederick or Jerry Cory
4. <http://www.hischaracter.com> is one trained consultant's website that uses *Character First!*TM

8 Appendix A. R.W. Beckett Corporation Roadmap

Mission Statement

Our mission is to passionately nurture and protect our relationships in the oil heating industry such that each day we earn the privilege of being a sole-source supplier to our customer.

Vision

Our vision is to build a family of exceptional companies – each of which serves its customers in distinctive and important ways – and each of which reflects the practical application of biblical values throughout.

Enduring Values

To be embraced and applied throughout our companies:

Integrity

Excellence

Profound respect for the individual

Guiding Principles

Conduct: We will conduct ourselves with dignity, adhering to the highest ethical and moral standards.

People: To build and maintain solid relationships of respect among ourselves, our customers, and suppliers, encouraging the growth and well-being of each employee.

Work Environment: We aspire to be a great place to work – a progressive, dynamic and continuously improving company – embracing world-class business practices:

- Quality - Timing - Simplicity - Involvement

Stewardship: Our business is a trust, and we will be good stewards of every resource in our care.

Citizenship: We want to serve others, helping meet human needs in the community and beyond.

Our Desire is to be a company which is:

Focused on our Customers

We must go beyond servicing our customers and satisfying their highest expectations, striving to understand and be governed by their requirements.

We need to be close to our customers at all levels, making every effort to be familiar with their goals. We want to be very easy to do business with.

We must instill and merit such confidence by our customers that they are comfortable to single source with us without hesitation.

We must be fanatical about listening, being responsive, and following through on commitments, while avoiding any kind of arrogance or indifference.

Led by Excellent Managers

The character of a company is determined by those in leadership, their values, their competence, their commitment, their ability to work well together, and the example they set. We aspire to the finest possible management at all levels, seeking long-term relationships, internal and external, based on respect and trust.

Our concept of management is closely linked with service. Managers serve their subordinates as they help them set clear goals, encourage initiative, provide positive reinforcement, remove roadblocks, procure needed resources including help from others, while continually evaluating and recognizing progress.

We want managers at every level to make good, timely decisions by taking proper steps to analyze, obtain multiple views, and build consensus where appropriate. As conflicts arise, our desire is toward “win-win” resolution, always regarding the worth of the person and the need to continually improve.

We want to continuously increase the company’s management capacities through individual growth and the development of others, enabling the company to grow and to adjust to rapid outside changes influencing our business.

Respected for our technology

We want to be THE company our industry turns to for excellent equipment and supporting technical help. Equipment excellence is to embrace design, performance, reliability, simplicity, serviceability, and manufacturability, while avoiding costs that cannot be recovered in the marketplace.

We view technical support and field training as essential components of serving our customers.

We see innovation and product development as basic to our long-term success, and will encourage individuals and allocate resources accordingly.

A World class competitor

We must continually improve our manufacturing capabilities, with a view toward exceeding customer expectations for quality, responsiveness, flexibility, and cost. Our customers' expectations and needs for low-cost solutions are rising steadily.

We will develop and make wise use of measurements, enabling us to focus on and monitor progress in key aspects of our performance.

We must strive to eliminate waste and non-value added activity. We require outstanding machinery, equipment, parts, methods, and processes in order to achieve product quality, low cost, and minimal frustration to our employees.

An outstanding place to work

We want our work and work relationships to be dignified, challenging, rewarding, and enjoyable and for all employees to be knowledgeable and well trained in the basic requirements of their work.

The well-being and continual individual growth of our employees are high priorities. We will assist in this process through easily-available educational and training opportunities.

We expect ongoing innovation through the company in the form of both large and many small improvements, and recognition of those improvements. We want to build on the concept of teams and teamwork, encouraging mutual support and respect for our fellow employees regardless of position.

Known by its values

Our vision can best be achieved by staying focused, privately held, and by not getting too large at any one location.

We want growth with the new opportunities and dynamics that growth brings, while maintaining simplicity and close relationships both inside and outside the company.

It is essential for us to stay close to our customers and be absolutely on top of our business, avoiding the aloofness and self-centeredness that often characterizes businesses which have forgotten their customers. We desire to be known as predictable, reliable, and trustworthy, always willing to go the extra mile for something we believe in.

We don't apologize for being old-fashioned when it comes to hard work, providing value, and honoring our word.

We want a lean operation, avoiding redundancy and bureaucracy. We expect to be modest in our style and conduct.

Profits are important and necessary, but never at the expense of our integrity. We will be very considerate of our employees, even in a period of decline. Our view is toward the long-term, and we will invest and take measured risks toward that end.

We realize we are not an end in ourselves but a part of God's larger purposes. As such, we are called upon to work as "unto Him" and to be wise and able stewards of the trust He has placed with us.

We realize we are dispensable at any time in God's economy, but that it is also possible to conduct ourselves in such a way as to please Him, and find His continuing favor.

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(<http://www.lovingmonday.com>, 1998)

9 Appendix B. Character First!™ Character Qualities

WISDOM vs. Natural Inclinations Seeing and responding to life situations from a perspective that transcends my current circumstances.	SELF-CONTROL vs. Self-Indulgence Rejecting wrong desires and doing what is right in all areas of my life.	ALERTNESS vs. Unawareness Being aware of that which is taking place around me so I can have the right responses.	ORDERLINESS vs. Disorganization Arranging myself and my surroundings to achieve the greatest efficiency.	ATTENTIVENESS vs. Unconcern Showing the worth of a person or task by giving them my undivided concentration.	TRUTHFULNESS vs. Deception Earning future trust by accurately reporting past facts.	RESOURCEFULNESS vs. Wastefulness Finding practical uses for that which others would overlook or discard
DISCERNMENT vs. Judgment The ability to understand the deeper reason as to why things happen.	REVERENCE vs. Disrespect Honoring those in positions of leadership because of the higher authorities they represent.	HOSPITALITY vs. Loneliness Cheerfully sharing food, shelter, and fellowship with those around me.	INITIATIVE vs. Unresponsiveness Recognizing and doing what needs to be done before I am asked to do it.	SENSITIVITY vs. Callousness Exercising my senses so I can perceive the true attitudes and emotions of those around me.	OBEDIENCE vs. Willfulness Cheerfully carrying out the directions and the wishes of my authorities.	THRIFTINESS vs. Extravagance Not letting myself or others spend that which is not necessary.
FAITH vs. Presumption Confidence that doing the right thing will bring the best outcome, even when I cannot see how.	DILIGENCE vs. Slothfulness Investing all my energies to complete the tasks that are assigned to me.	GENEROSITY vs. Stinginess Carefully managing my resources so I can freely give to those in need.	RESPONSIBILITY vs. Unreliability Knowing and doing that which is expected of me.	JUSTICE vs. Fairness Personal responsibility to uphold that which is pure, right, and true.	SINCERITY vs. Hypocrisy Eagerness to do what is right with transparent motives.	CONTENTMENT vs. Covetousness Realizing that true happiness is not hindered by material conditions.
DISCRETION vs. Simplicity The ability to avoid words, actions, and attitudes, which could result in undesirable consequences.	THOROUGHNESS vs. Incompleteness Knowing what factors will diminish the effectiveness of my work or words if neglected.	JOYFULNESS vs. Self-Pity Not allowing unpleasant conditions to control my attitudes.	HUMILITY vs. Pride Recognizing that nothing I have achieved could have been done without the investments of others in my life.	COMPASSION vs. Indifference Investing whatever is necessary to heal the hurts of others.	VIRTUE vs. Impurity The moral excellence demonstrated in my life as I consistently do what is right.	PUNCTUALITY vs. Tardiness Being ready to begin each task at the appointed time.
BENEVOLENCE vs. Selfishness Giving to others' basic needs without having as my motive personal reward.	DEPENDABILITY vs. Inconsistency Fulfilling what I consented to do, even if it means unexpected sacrifice.	FLEXIBILITY vs. Resistance Not becoming attached to ideas or plans, which could be changed by my authorities.	DECISIVENESS vs. Doublemindedness The ability to recognize key factors and finalize difficult decisions.	GENTLENESS vs. Harshness Showing personal care and concern in meeting the needs of others.	BOLDNESS vs. Fearfulness Confidence that what I have to say or do is true, right, and just.	TOLERANCE vs. Prejudice Accepting others as unique expressions of specific character qualities in varying degrees of maturity.
CREATIVITY vs. Underachievement Approaching a need, a task, or an idea from a new perspective.	SECURITY vs. Anxiety Structuring my life around that which cannot be destroyed or taken away.	AVAILABILITY vs. Self-Centeredness Making my own schedule and priorities secondary to the wishes of those I am serving.	DETERMINATION vs. Faintheartedness Purposing to accomplish the goals I am given in the allotted time regardless of the opposition.	DEFERENCE vs. Rudeness Limiting my freedom so I do not offend the tastes of those around me.	FORGIVENESS vs. Rejection Clearing the record of those who have wronged me and bearing no grudge against them.	CAUTIOUSNESS vs. Rashness Knowing how important right timing is in accomplishing right actions.
ENTHUSIASM vs. Apathy Expressing joy in each task as I give it my best effort.	PATIENCE vs. Restlessness Taking the time that is necessary to properly resolve a difficult situation.	ENDURANCE vs. Giving up The inward strength to withstand stress and do my best.	LOYALTY vs. Unfaithfulness Using difficult times to demonstrate my commitment to those I serve.	MEEKNESS vs. Anger Yielding my personal rights and expectations with a desire to serve.	PERSUASIVENESS vs. Contentiousness Guiding vital truths around another's mental roadblocks.	GRATEFULNESS vs. Unthankfulness Letting others know by my words and actions how they have benefited my life.

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10 Appendix C. Kimray, Inc. Policy Manual

Kimray, Inc.
Oil & Gas Equipment & Controls
52 N.W. 42nd Oklahoma City, OK 73118
(405) 525-6601 Fax (405) 525-7520

A Message To All Employees

"Our goal is to strengthen the employees, their families, and the company by promoting excellence in character."

The Board of Directors
Kimray, Inc. 1994

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This corporation is an equal opportunity employer and does not discriminate unlawfully on the basis of race, color, religion, gender, national origin, age, or disability.

Statement of Purpose

Kimray, Inc. is a manufacturer of oil and gas equipment and controls, serving producers and equipment manufacturers in the petroleum industry.

In order to effectively serve our stockholders, employees, and customers, the Board of Directors is committed to:

- Honoring the Lord in all we do by operating the company in a manner consistent with Biblical principles,
- Serving our employees and their families by establishing a work environment and company policies which build character, strengthen individuals, and nurture families,
- Producing a high quality, marketable product at a fair price in order to provide a return on the stockholders' investment, share the Lord's blessings with our employees, and invest in our community.

We believe that it is by God's grace and provision that Kimray, Inc. has endured. He has been faithful in the past, and we trust Him for our future.

Why Character is More Important than Achievement

Character Motivates Achievement

World market competition requires higher productivity through greater efficiency. As employees exhibit qualities of punctuality, diligence, initiative, orderliness, and thoroughness, the results are increased efficiency, a decrease in costs, and greater accomplishments.

Character Builds Relationships

Positive character qualities enhance teamwork on the job and strengthen harmony in family relationships.

On the other hand, the tensions resulting from negative attitudes such as anger, disrespect, disloyalty, dishonesty, and lack of initiative tend to break down relationships in the workplace and in the home.

Character Increases Health

An individual's character determines his actions and attitudes, which may be reflected in his overall health.

For example, positive attitudes that are displayed in friendly smiles, cheerful words, and sincere praise are like medicine that builds the immune system and decreases diseases.

In addition, injuries or illnesses resulting from inappropriate behavior cause hardship for the employee, his family, and the company.

Character Training is Required

An employer is legally and morally responsible for the safety of his employees. Lack of self-control, carelessness, and immorality in one employee can affect others by subjecting them to violent outbursts, avoidable accidents, and sexual harassment stemming from wrong attitudes and the resulting wrong behavior.

Character training is an effort to correct the wrong attitudes behind these actions.

Building Character is Wise Business

Therefore, it is the policy of Kimray, Inc. to base hiring, advancement, and termination on the demonstration of character qualities above job achievement.

How “Hiring Negligence Laws” Require Character Emphasis

In Oklahoma, as in most other states, there are now laws under which an employer is held liable for the actions of one employee toward another.

If, for example, an employee exhibits outbursts of anger and the employer does not take steps to help him overcome his anger or remove him, the employer could be held liable for any damage which occurs to any other employee as a result of the outbursts of this employee.

The same liability occurs when an employee lacks self-control and engages in sexual harassment of another employee.

Under the negligent hiring doctrine, an employer can be held directly liable for his failure to exercise reasonable care in the selection of his employees. In addition, an employer can be held liable for negligent retention when he retains employees who are dangerous to other employees or third parties. Because of the similarity between the two doctrines, they will be considered together.

The rules of negligent hiring and retention are stated in 30 CORPUS JURIS SECUNDUM *Employer-Employee* §§ 186, 188:

An employer may be liable to a third person proximately resulting from incompetence or unfitness of his employee, where he was negligent in selecting an incompetent or unfit employee (§ 186).

Retaining in employment an employee who is, or should be, known to be incompetent, habitually negligent, or otherwise unfit, is such negligence on the part of the employer as will render him liable for injuries caused to third parties for the incompetent or otherwise improper actions of the employee (§ 188).

RESTATEMENT OF AGENCY 2D § 505 discusses the duty of an employer To maintain safe working conditions for his employees ... and states the following rule:

The employer has a non-delegable duty of care to select, and to retain in his employ, any employees from whose conduct there is not an unreasonable risk of harm to other employees... The risk of harm to other employees from an employee's conduct may be because he is careless, given to drunkenness, mentally incompetent, inexperienced, physically unable to do the work, bad tempered, or unable to communicate with others....

The Supreme Court of Kansas well articulated the doctrine of negligent hiring and/or retention in *Plains Resources, Inc. v. Gable*, 682 P.2d 653 (Kan. 1984). The court stated:

The negligent hiring and/or retention doctrine recognizes that an employer has a duty to use reasonable care in the selection and retention of employees. This duty requires that an employer hire and retain only safe and competent employees. An employer breaches this duty when it hires or retains employees that it knows or should know are incompetent.

In *Foster v. Loft, Inc.*, 526 N.E.2d 1309 (Mass. App. Ct. 1988), the Massachusetts Appellate Court defined negligent retention in this manner:

Negligent retention... occurs when, during the course of employment, the employer becomes aware or should have become aware of problems with an employee that indicated his unfitness, and the employer fails to take further action such as investigation, discharge or reassignment.

In *Giles v. Shell Oil Corp.*, 487 A.2d 610 (D.C. App. Ct. 1985), the Appellate Court for the District of Columbia, in analyzing the doctrine of negligent retention held the following:

To invoke this theory of liability, it is incumbent upon a party to show that an employer know or should have known its employee behaved in a dangerous or otherwise incompetent manner, and that the employer, armed with that actual or constructive knowledge, failed to adequately supervise the employee.

Illinois courts have followed the same rule. In *Sunseri v. Puccia*, 422 N.E.2d 925 (Ill. App. Ct. 1981), the Court of Appeals for Illinois held:

An employer is liable for the intentional torts of an employee which are not unexpected in view of the latter's duties... [A]n employer may be liable under ordinary negligence principles for breach of a duty to prevent an employee or others from physically harming their patrons on the employer's premises when the employer knows or should have known that control over the employee is necessary and the ability to control exists.

From the above stated material, it is clear that employers need to "adequately supervise" and maintain competent employees and thus avoid liability for their conduct.

When an employer endeavors to train his employees in various character qualities, he is attempting to effectively control (supervise) the conduct of his employees. Such control is necessary in order for an employer to maintain a

safe and secure workplace and to avoid potentially detrimental liability for the harmful acts of his employees.

Operational Definitions of Character Qualities

[See reproduction in Appendix B]

Summary of Character Emphasis

1. An individual's character determines his ability to contribute positively to the efforts of other employees within the workplace.
2. The physical safety of the employees is affected by the character of each individual employee.
3. The quality of a corporation's products and services are greatly influenced by the character of its employees.
4. Productivity is affected by the character of each employee.
5. Character determines the impact of employees on suppliers and customers.
6. The most accurate predictor of the future actions of an employee is his character.

Consequently, Kimray, Inc. is committed to an ongoing program of character training. Programs and resources are available to employees and their families for this purpose.

Company Policies to Build Character Qualities

1. Selection of New Employees
Each applicant will be evaluated by the character qualities required to accomplish tasks associated with specific employment opportunities. All employees will be required to demonstrate positive character qualities.
2. Advancement of Employees
Since this company is committed to the development and application of character, and since character affects the productivity of employees and the response of customers and suppliers, the character of the employee will be the primary determining factor in pay raises, promotions, and advancements.

3. Character Training

This corporation will provide training for all employees in the development of specific character qualities. The purpose of this training is to enable employees to fulfill responsibilities on the job and at home.

4. Corporate Functions

Because strong families are the foundation of our nation, corporate sponsored functions will include spouses and family members whenever possible.

5. Healthcare

In view of escalating healthcare costs and the detrimental effects of accidents and sickness to the enjoyment of life and personal achievements, this corporation will maintain self-insurance and incentive programs to encourage safety, preventive healthcare, and cost-conscious hospital care.

6. Company Travel

Every effort will be made to limit company travel to a short duration. If longer travel is required, the spouse will be encouraged to travel with the employee, and the company will cover extra travel costs.

7. Alcoholic Beverages

All consumption of alcohol is discouraged. Employees are prohibited from consuming alcohol at any corporate function and from purchasing alcohol or drugs with corporate funds.

8. Profit Sharing

The Board of Directors believes that a successful business and any resulting profits are attributable to the diligence of its employees and ultimately the blessing of God. In addition, we believe that it is our responsibility to be good stewards of all resources. Therefore, we strive to share corporate profits with:

Employees – in salaries, wages, benefits, and bonuses;

Stockholders – in dividends and stock appreciation;

Customers – in quality products, services, and low prices;

Suppliers – in prompt payment for goods and services;

Community – both locally and at large in activities that further Biblical principles.

9. A Safe, Wholesome Workplace ➡

This corporation recognizes the importance of providing a safe, wholesome work environment for all employees and visitors, where every person feels welcomed, valued, and protected. Therefore:

- Pornographic pictures or pictures of immodestly clothed individuals are not allowed.
- Melodious background music will be provided where appropriate. Individual radios, televisions, and other entertainment devices are prohibited unless specifically approved by management.
- Every effort will be made to insure the safety of employees while on corporate property.

10. Sexual Harassment

Kimray employees are expected to show genuine respect and kindness to each other, especially those of the opposite sex. We want to guard against inappropriate comments, unwise jesting, improper actions, or indiscreet situations that could be misunderstood by others.

Any suspected sexual harassment should be reported to a supervisor or a corporate officer for investigation and appropriate action. See Section 703 of Title VII for further information.

11. Humor and Folly

Humorous conversation and situations call attention to character traits that can and should be improved. Folly involves mocking, jesting, teasing, and pranks. Folly is usually an attempt to get laughter at the expense of the self-esteem of another person, such as imitating a speech impediment. The wisest man who ever lived warned, "As a mad man who casteth firebrands, arrows, and death, so is the man that deceiveth his neighbor, and saith, Am I not in sport?" (Proverbs 26:18).

12. Personal Appearance

Kimray employees are expected to maintain the highest standards in dress and personal grooming in order to demonstrate the character qualities of neatness, self-esteem, modesty, cleanliness, discretion, and deference.

In addition, dress should also be chosen on the basis of appropriateness, safety, and the effect it will have on other employees and visitors.

Faddish clothing, hair styles, and accessories usually communicate symbolic messages that need to be understood by those who consider wearing them. For example, an earring worn by a man has the historic meaning that he is the slave of another man. (See Exodus 21:6) Similarly,

long hair on a man has come to symbolize rebellion to authority and/or the rejection of moral standards to some people.

Therefore, Kimray employees, as representatives of Kimray, are expected to exercise deference in order to avoid these types of negative messages and to insure that we communicate a positive image and do not offend any customers or business associates.

13. Drug and Alcohol Screening

The use and consumption of drugs or alcohol by employees detrimentally affects a wide range of areas, from their personal job performance and the safety of their co-workers to general productivity, morale, and efficiency.

In order to maintain a safe working environment, insure quality workmanship, promote maximum productivity, and preserve the reputation of this corporation, a comprehensive alcohol and drug screening program has been established.

- Every applicant who has received a conditional offer of employment must pass a drug and alcohol test administered by an appropriately certified facility selected by this corporation. Any applicant who fails to pass is automatically disqualified.
- Any employee involved in an accident or altercation on the premises of this corporation or while performing a job for this corporation will be required to take an alcohol and drug test if the company believes that alcohol or drugs are involved.
- This corporation reserves the right to screen employees for substance abuse under various other circumstances.
- An employee with a confirmed positive substance test will receive disciplinary action up to or including discharge from employment.

14. Tobacco Products

Medical research confirms that smoking, smokeless tobacco, and second-hand smoke are harmful to those exposed to it. Therefore, this corporation encourages all employees to abstain from the use of all tobacco products.

- All office areas, enclosed rooms, and corporate vehicles are designated non-smoking areas.

Recognition Certificates

Kimray employees will be publicly recognized on their anniversary with the company for one or more character qualities they have demonstrated during the previous year.

Managers will identify the qualities to be recognized and give examples of how these qualities were demonstrated. This information will be summarized on a "Certificate of Recognition" which can serve as a character reference in the résumé of the employee.

Picture of sample Certificate
of Recognition for a specific
Character Quality in original
text. (See Appendix F for
similar sample)

11 Appendix D. EDG, Inc. Personnel Evaluation Form

This evaluation was designed by EDG, Inc., an engineering consulting firm as they implemented the *Character First!*[™] Program. [Reproduced by permission]

EDG, Inc. Employee Evaluation

Employee Name _____ Evaluator _____
Job Title _____ Review Date _____
Classification _____ Date of Hire _____

RATING DEFINITIONS		
O – Outstanding	Far Exceeds Requirements	Exceptional in all areas and recognizable as being far superior on a consistent basis or always demonstrates this character or quality trait.
V – Very Good	Exceeds Requirements	Results clearly exceed most position requirements. Person demonstrates this quality or character trait on a consistent basis.
G – Good	Consistently Meets Requirements	Person is competent and dependable. Meets and sometimes exceeds standards of the position and consistently demonstrates this character or quality trait. This is a positive overall rating.
I – Improvement Needed	Meets some Requirements	Notes deficiency in certain areas. This rating indicates that the employee approaches but is not yet attaining proficiency on a consistent basis. Lacking some character or quality traits. Those receiving this rating are either learning the job, or need to improve in order to satisfy the full requirements of the position.
N – N/A		Not applicable or too soon to rate.

[each trait is graded with above standard; appropriate space for comments on original]

1. **Quality** – The degree to which an employee's work is accurate, thorough and neat.
2. **Productivity** – The degree to which a significant volume of work is produced efficiently by an employee in a specified period of time.
3. **Independence** – The degree to which an employee performs work with little or no supervision within guidelines of the firm.
4. **Judgment** – The degree to which an employee demonstrates proper judgment and decision-making skills when necessary.
5. **Interpersonal Relationships** – The degree to which an employee is willing and demonstrates the ability to cooperate, work and communicate with co-workers, supervisors, and/or outside contacts.
6. **Orderliness** – The degree to which an employee plans and organizes workload and efficiently completes tasks.
7. **Computer Skills** – The degree to which an employee applies and possesses the general and technical knowledge of computer software/systems.

8. **Written Communication Skills** – The degree to which an employee demonstrates the ability to present concepts and results in writing.
9. **Verbal Communication Skills** - The degree to which an employee demonstrates the ability to present concepts and results verbally.
10. **Technical Contributions** – The degree to which an employee possesses a wide range of technical knowledge and applies it.
11. **Technical Application** – The degree to which an employee contributes and applies technical abilities.
12. **Leadership** – The degree to which an employee demonstrates the ability to facilitate, guide and direct the activities of others.
13. **Professional Organizations** – The degree to which an employee belongs to and participates in professional organizations.
14. **Dependability** – The degree to which an employee can be relied upon regarding task completion and follow-up.
15. **Creativity** – The degree to which an employee proposes ideas and discovers better ways of doing things.
16. **Flexibility** – The degree to which an employee demonstrates the ability to change directions in thoughts and actions.
17. **Initiative** – The degree to which an employee seeks out new job tasks and assumes additional duties when necessary.
18. **Alertness** – The degree to which an employee demonstrates attention to details, resulting in work that is thorough, dependable and effective.
19. **Enthusiasm** – The degree to which an employee demonstrates energy and drive.
20. **Loyalty** – The degree to which an employee demonstrates a commitment to fulfill responsibilities.
21. **Punctuality** – The degree to which an employee is ready to begin each work day and task at the appointed time.

EVALUATORS COMMENTS

[Evaluator's Signature]

[Date]

EMPLOYEES COMMENTS

I have seen this appraisal and discussed it with my supervisor.

[Employee's Signature] _____ [Date]

12 Appendix E. EDG, Inc. Sample Character Certificate



Reproduced by permission from EDG, Inc.

Back of Certificate reads as follows:

Endurance

Vs.
Giving Up

This certificate is presented in recognition of how Endurance is demonstrated through responses to situations in the workplace. Endurance is the inward strength to withstand stress and do my best.

[Employee's Name]

Has specifically demonstrated the quality of Endurance in the following way.

Endurance is a powerful character quality, but it does not stand alone. A person endures in order to uphold other character standards, such as responsibility, obedience, loyalty and diligence. Many times a person quits because the project is not worth the effort. What they do not realize is that quitting says far more about their character than it does about the project.

[Employee's Name] always endures when the pressure is on, and when she does so it strengthens her character. She always seems to anticipate hardships and difficulties. She decides beforehand what will be that right thing to do. Then in the moment of pressure, stands firm by her convictions and endures whatever stresses may occur to get the project out. [Employee's name] endures difficulty in such a way that her character stays intact. She does not let her bitterness eat away at her character. When [Employee's name] sees someone working hard on a project she always offers a lending hand. She is always ready to work late or overtime to help someone out.

When someone is enduring pressure at the hand of their authority, they should check their character and be sure they have an obedient attitude. They should demonstrate obedience, and endure whatever humbling is required to do so. [name] is careful to avoid unnecessary difficulties, saving her energy to endure necessary difficulties that will help the project.

Endurance is an inner character quality. It expresses an attitude of humility and commitment to what is right. [name] has this inner character quality. From the way she handles the pressures of the projects we work on, clearly one can see how she endures the stress for the good of the project.

EDG and myself are very grateful for **[name]**'s four (4) years of service and for her character quality of Endurance.

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